

REPORT OF TRAINING AT NON-CIA FACILITY (Forward Original and One)

TO : Director of Training
ATTN : Registrar/TR
THROUGH: Training Officer

FROM : [REDACTED] 25X1A9a
OFFICE: OCI
DATE : 2 October 1967

1. FACILITY ATTENDED

Dept of Agriculture Graduate School

2. DATES OF TRAINING

Phase I: 25-26 May
" II: 13-22 Sept

3. NAME AND DESCRIPTION OF PROGRAM

Management Development Program for Federal Executives

4. YOUR TRAINING OBJECTIVES

Improving supervisory techniques

5. EVALUATION OF PROGRAM (Include: a. Strengths and weaknesses of program. b. Identify any outstanding speakers and their specific topics or area of instructional competence.)

The first two phases of this three-phase course fell short of expectations on several counts. The course itself was somewhat disjointed and uneven in composition; the use of time and manpower was notably uneconomical. Although sessions in the second round were held morning, afternoon and evening, the pace was more relaxed than seemed appropriate to a short and presumably intensive course. There was considerable duplication in what most of the speakers had to offer, and I felt that some of the overlap time might better have been used for additional practice in case studies and group projects.

The course stressed communication and motivation, with some consideration to the managerial grid and sensitivity training. The only outside speaker brought in for both phases, Professor Charles A. Austin of George Washington University, decried bureaucratic readiness to manipulate people and to disregard staff recommendations. He bore down heavily on openness in decision-making and the effectiveness of group dynamics. He and Professor Nathan Bailey, Dean of the American University Graduate School of Business Administration were probably the best qualified instructors; their talks were the most directly related to the objectives of the course, but unfortunately, no provision was made for discussion following their presentations, contrary to the general practice.

Subsequent sessions of this course are to be telescoped to seven days, but I have some qualms about recommending it even assuming the streamlined version covers as much ground as the current course. Its value for first-line supervisors is probably more sharply limited in CIA than elsewhere in government because of the spin-off need-to-know attitudes exert on the normal bureaucratic roadblocks to communication. Reliance on OTR's internal program would be at least as productive and presumably less expensive.

6. ATTACHED ARE

TRANSCRIPT OF GRADES

YES

NO X

CERTIFICATE OF COMPLETION

YES

NO X

7. I CERTIFY THAT I ATTENDED THE TRAINING PROGRAM DESCRIBED ABOVE.

25X1A9a

NOTE: Upon receipt of this report, with attachments as applicable, a certification of completion will be forwarded to the Office of Personnel for inclusion in your official file.

SECRET

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